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Proposed programme budget for the biennium 2006-2007*

Part VIII
Common support services

Section 28C
Office of Human Resources Management

(Programme 24 of the biennial programme plan and priorities for the period 2006-2007)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixtieth Session, Supplement No. 6* (A/60/6/Add.1).

** *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 6* (A/59/6/Rev.1).

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Overview

28C.1 The Office of Human Resources Management is responsible for implementing the programme of work under this section, with support from the relevant organizational units of the United Nations located at offices away from Headquarters. The responsibilities of the Office are set out in Secretary-General's bulletin ST/SGB/2004/8. To fulfil those tasks, the Office, among other things, establishes policies, procedures and practices for the management of the human resources of the Secretariat and for the development of conditions of service consistent with the provisions of the Charter of the United Nations and the directives of the General Assembly.

28C.2 The activities proposed under section 28C fall within the framework of subprogramme 3, Human resources management, of programme 24, Management and central support services, of the biennial programme plan for the period 2006-2007. The primary objective of this subprogramme is to continue to develop and sustain a quality human resources management system that ensures that the Secretariat can carry out its functions efficiently and effectively, as well as to meet the expectations of Member States, as set out in General Assembly resolution 59/266 of 23 December 2004.

28C.3 With the adoption of its resolution 49/222 A of 23 December 1994, the General Assembly set in motion a strategy to reform the management of the human resources of the Secretariat. Progress in the implementation of the reform was reviewed by the Assembly at its fifty-first, fifty-second, fifty-third, fifty-fifth, fifty-seventh, and fifty-ninth sessions on the basis of reports of the Secretary-General. By its resolutions 51/226 of 3 April 1997, 53/221 of 7 April 1999, 55/258 of 14 June 2001, 57/300 of 20 December 2002 and 59/266, the Assembly adopted specific directives for the implementation of human resources management reform.

28C.4 In accordance with resolution 55/258, a new staff selection system, which integrates recruitment, placement, managed mobility and promotion of staff, entered into force on 1 May 2002. A revised performance appraisal system was introduced on 1 April 2002. With respect to an integrated human resources management reform programme, further progress has been made in the following key areas: human resources planning; streamlined rules and procedures; contractual arrangements; competencies and continuous learning; performance management; career development; conditions of service; and administration of justice. In his report to the General Assembly entitled "Human resources management reform" (A/59/263), the Secretary-General provided specific details on the progress made in the implementation of reform and brought to the attention of the Assembly a number of additional proposals for its consideration and approval.

28C.5 Human resources management reform will continue to reflect the multicultural environment of the Organization and will be implemented to empower staff, increase their flexibility and mobility in adapting to the priorities of the Organization and enhance their ability to carry out their work more effectively. The Office will continue to support and strengthen the integration of the gender perspective into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies. In line with these objectives, during the biennium 2006-2007, the Office of Human Resources Management will focus on enhancing the Organization's commitment to continuous learning, consolidating and institutionalizing the changes introduced to date and implementing further improvements aimed at ensuring that the Organization's human resources management policies and practices are fully in line with operational needs and worldwide standards of good practice.

28C.6 Pursuant to resolution 59/266, particular attention will be given to improving accountability and responsibility in human resources management, geographical representation and gender distribution, including through robust monitoring and control mechanisms. The Office will

continue to leverage technology to modernize and streamline human resources systems wherever possible.

28C.7 It is expected that during the biennium, the Office of Human Resources Management will achieve progress in the following areas in furthering human resources management reform:

(a) Human resources planning: development of functionalities that allow for improved strategic decision-making in human resources planning;

(b) Streamlined rules and procedures: further simplification of rules and development of tools to support users on the basis of documentation and the electronic Human Resources Handbook. Results in this area will include the further development and posting of tools for human resources practitioners;

(c) Recruitment, placement and promotion: strengthening and monitoring of the staff selection system, which took effect on 1 May 2002, and improvement and further development of the policy and its supporting automated tools. The Galaxy system will be enhanced, in particular with respect to screening processes. Regular training will be provided to members of the central review bodies with the aim of producing a more standardized practice across duty stations. Particular attention will be given to improving geographical representation and gender balance;

(d) Mobility: implementation of the new system of mobility, through the continuation of mobility information and awareness campaigns, in preparation for the mandatory reassignment of staff whose post occupancy deadlines expire, starting in May 2007. Those activities are expected to result in a well-supported mobility system, better knowledge management and preservation of institutional knowledge, as well as improvement in the work/life situation for staff in the global Secretariat;

(e) Contractual arrangements: implementation of new contractual agreements, subject to a decision by the General Assembly;

(f) Competencies and continuous learning: continuation of the integration of core and managerial competencies into all human resources systems, including recruitment, staff development and performance appraisal; individual and department-based management and organizational development programmes, interventions and tools;

(g) Performance management: further enhancement of the electronic performance appraisal system (e-PAS), including its monitoring and reporting facilities. The reporting system will assist departments in human resources planning, including identifying new trends in performance management;

(h) Career development: progressive implementation of the comprehensive career development system, with particular attention to staff in the General Service category and work/life issues. The further development of career resources centres, occupational networks and mentoring programmes is expected to result in increased opportunities for all staff;

(i) Conditions of service: development and implementation of work/life programmes, including flexible working arrangements, and contribution to the work of the International Civil Service Commission (ICSC), particularly its review of the pay and benefits system. These efforts are expected to result in improved standardization across the United Nations system in the area of conditions of service and improvements in conditions of service for individual staff, including in the area of work/life issues;

(j) Administration of justice: progressive improvement of the Office's contribution to the justice administration system. In 2006-2007, the Office expects to reduce its backlog and significantly improve the processing of disciplinary cases;

(k) Monitoring: improvements in monitoring of delegated human resources management authority resulting in better adherence to policies among departments and offices worldwide, and better sharing of best practices amongst human resources practitioners and programme managers;

(l) Mental health: provision of mental health services and assistance to address security-related health issues as part of comprehensive health care;

(m) Personnel policy on HIV/AIDS: progressive implementation of the United Nations personnel policy on HIV/AIDS, including enhanced efforts to ensure access to care and treatment and voluntary counselling and testing, as well as learning and communication programmes to raise awareness;

(n) Information technology: development and enhancement of information technology support tools for human resources functions, including the linkage of various databases, to facilitate monitoring and reporting.

28C.8 For the biennium 2006-2007, the overall structure of the Office of Human Resources Management will remain essentially the same, comprising the Office of the Assistant Secretary-General and three divisions: the Operational Services Division, the Division for Organizational Development and the Medical Services Division. The proposed programme of activities and estimated resource requirements reflect additional support for the internal justice processes and the strengthening of the Office of the Director of the Medical Services Division.

28C.9 The programme's specific objectives, expected accomplishments and indicators of achievement for the biennium 2006-2007, together with the resources required, are presented by main organizational unit. The overall framework of those expected accomplishments is shown in table 28C.1.

Table 28C.1 **Framework of expected accomplishments and indicators of achievement by component**

Component	*Number of expected accomplishments*	*Number of indicators of achievement*
A. Executive direction and management	2	4
B. Programme of work		
1. Operational services	3	6
2. Organizational development services	3	4
3. Medical services	3	5
Total	**11**	**19**

28C.10 The issue of publications as a part of the programme of work has been reviewed in the context of this subprogramme. It is anticipated that recurrent publications will be issued as summarized below.

Table 28C.2 **Summary of publications**

Publications	*2002-2003 actual*	*2004-2005 estimate*	*2006-2007 estimate*
Recurrent	10	7	8
Non-recurrent	—	—	—
Total	**10**	**7**	**8**

28C.11 The overall level of resources for the Office of Human Resources Management for the biennium 2006-2007 amounts to $58,791,800, reflecting an increase of $229,500 or 0.4 per cent, as compared with the revised appropriation for the biennium 2004-2005. The net increase can be summarized as follows:

(a) The increase of $20,400 under executive direction and management for non-post requirements;

(b) The net increase of $209,100 under programme of work reflects:

(i) An increase of $130,800 under operational services for non-post requirements;

(ii) An increase of $440,000 under organizational development activities for the establishment of one new Professional post for the Administrative Law Unit and the abolition of one General Service (Other level) post (net increase of $3,000) and for non-post requirements ($437,000);

(iii) A decrease of $361,700 under medical services covering the establishment of one new Professional post to assist the Director of the Medical Services Division and the abolition of one General Service (Principal level) post (net decrease of $35,000) and for non-post requirements (net decrease of $326,700).

28C.12 The regular budget resources are supplemented by extrabudgetary funding derived primarily from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations. For the biennium 2006-2007, that component is estimated at $11,311,800, reflecting the establishment of two new Professional posts. Those resources would be utilized to provide services related to peacekeeping, extrabudgetary activities, funds and programmes, and to meet the operational costs of those services. The increase in requirements reflects the expanding volume of services provided for extrabudgetary activities.

28C.13 Pursuant to General Assembly resolution 58/269 of 23 December 2003, resources identified for the conduct of self-monitoring and evaluation would amount to $674,100 reflected under Executive Direction and Management ($34,900), the Operational Services Division ($241,500), the Division of Organizational Development ($257,200) and the Medical Services Division ($140,500). The resources would be equivalent to 41 work-months of Professional staff and 10 work-months of General Service staff.

28C.14 The estimated percentage distribution of the total resources for the Office for the biennium 2006-2007 is as shown in table 28C.3.

Table 28C.3 **Percentage distribution of resources by component**

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	4.9	0.4
B. Programme of work		
1. Operational services	28.8	18.4
2. Organizational development services	59.5	40.4
3. Medical services	6.8	40.8
Subtotal B	**95.1**	**99.6**
Total	**100.0**	**100.0**

28C.15 The distribution of resources is summarized in tables 28C.4 and 28C.5.

Table 28C.4 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2002-2003 expenditure*	*2004-2005 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2006-2007 estimate*
			Amount	*Percentage*			
A. Executive direction and management	2 825.5	2 878.0	20.4	0.7	2 898.4	187.7	3 086.1
B. Programme of work							
1. Operational services	15 205.1	16 798.1	130.8	0.8	16 928.9	1 165.8	18 094.7
2. Organizational development services	29 286.6	34 517.6	440.0	1.3	34 957.6	2 028.7	36 986.3
3. Medical services	3 690.8	4 368.6	(361.7)	(8.3)	4 006.9	270.7	4 277.6
Total	**51 008.1**	**58 562.3**	**229.5**	**0.4**	**58 791.8**	**3 652.9**	**62 444.7**

(2) *Extrabudgetary*

	2002-2003 expenditure	*2004-2005 estimate*	*2006-2007 estimate*
Total	**8 644.9**	**9 480.0**	**11 311.8**
Total (1) and (2)	**59 653.0**	**68 042.3**	**73 756.5**

Table 28C.5 **Post requirements**

Category	*Established regular budget posts*		*Temporary posts*				*Total*	
			Regular budget		*Extrabudgetary*			
	2004-2005	*2006-2007*	*2004-2005*	*2006-2007*	*2004-2005*	*2006-2007*	*2004-2005*	*2006-2007*
Professional and above								
ASG	1	1	—	—	—	—	1	1
D-2	3	3	—	—	—	—	3	3
D-1	5	5	—	—	—	—	5	5
P-5	16	16	—	—	3	3	19	19
P-4/3	38	40	—	—	11	13	49	53
P-2/1	11	11	—	—	—	—	11	11
Subtotal	**74**	**76**	—	—	**14**	**16**	**88**	**92**
General Service								
Principal level	13	12	—	—	3	3	16	15
Other level	83	82	—	—	17	17	100	99
Subtotal	**96**	**94**	—	—	**20**	**20**	**116**	**114**
Total	**170**	**170**	—	—	**34**	**36**	**204**	**206**

A. Executive direction and management

Resource requirements (before recosting): $2,898,400

28C.16 The Assistant Secretary-General for Human Resources Management provides the Secretary-General, through the Under-Secretary-General for Management, with advice and support on all matters that relate to the direction and coordination of human resources management strategies, policies and programmes throughout the Secretariat. The Assistant Secretary-General represents the Secretary-General on matters pertaining to human resources management vis-à-vis representatives of Member and observer States at meetings of the Main Committees of the General Assembly, the Committee for Programme and Coordination, the Advisory Committee on Administrative and Budgetary Questions, the United Nations System Chief Executives Board for Coordination and its subsidiary bodies and other intergovernmental bodies, international organizations, governmental and non-governmental organizations, ICSC and other programmes and organizations of the United Nations system, as well as with the media; and represents management in the conduct of staff-management consultations, as envisaged in chapter VIII of the Staff Rules. With respect to staff-management consultations and communications with staff worldwide, the Assistant Secretary-General continues to be the primary interlocutor with the staff consultation machinery on a worldwide basis. In addition, the immediate office of the Assistant Secretary-General is responsible for communicating with staff at large through various means and for exchanging views with staff on various aspects of human resources management.

Table 28C.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve and enhance the development, implementation, application and coordination of human resources management strategies, policies and programmes throughout the Secretariat.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States	(a) Continuous improvement in human resources policies, practices and programmes *Performance measures*: Number of improvements realized in the biennium 2002-2003: 12 improvements Estimate 2004-2005: 12 improvements Target 2006-2007: 12 improvements
(b) Programme of work is effectively managed and supported by staff and financial resources	(b) (i) Timely delivery of outputs and services *Performance measures*: Percentage of output delivery within established deadlines 2002-2003: 89 per cent Estimate 2004-2005: 90 per cent Target 2006-2007: 90 per cent (ii) Timely recruitment and placement of staff *Performance measures*: Average number of days a post remains vacant 2002-2003: 514 Estimate 2004-2005: 325 Target 2006-2007: 250

(iii) Efficient and effective use of resources

Performance measures:

Percentage of expenditure compared to funds available

2002-2003: 100 per cent

Estimate 2004-2005: 100 per cent

Target 2006-2007: 100 per cent

External factors

28C.17 The objectives and expected accomplishments under executive direction and management are expected to be achieved on the assumption that: (a) stakeholders will be supportive of the efforts of and will extend full cooperation to the Office of Human Resources Management; (b) there are no significant shortfalls in funding for implementation of the mandates established by the General Assembly; and (c) the staff-management consultative process will contribute positively to human resources management reform.

Outputs

28C.18 During the biennium 2006-2007, the following outputs will be delivered:

(a) Other substantive activities:

(i) Recurrent publication of *Secretariat News* (8);

(ii) Representation at and convening of meetings with human resources management professionals of the Secretariat, offices away from Headquarters and United Nations funds and programmes and specialized agencies on issues of common concern;

(b) Advisory services: Assistance to clients on the application of human resources management procedures and policies.

Table 28C.7 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2004-2005*	*2006-2007 (before recosting)*	*2004-2005*	*2006-2007*
Regular budget				
Post	2 217.7	2 217.7	10	10
Non-post	660.3	680.7	—	—
Subtotal	**2 878.0**	**2 898.4**	**10**	**10**
Extrabudgetary	39.8	42.1	—	—
Total	**2 917.8**	**2 940.5**	**10**	**10**

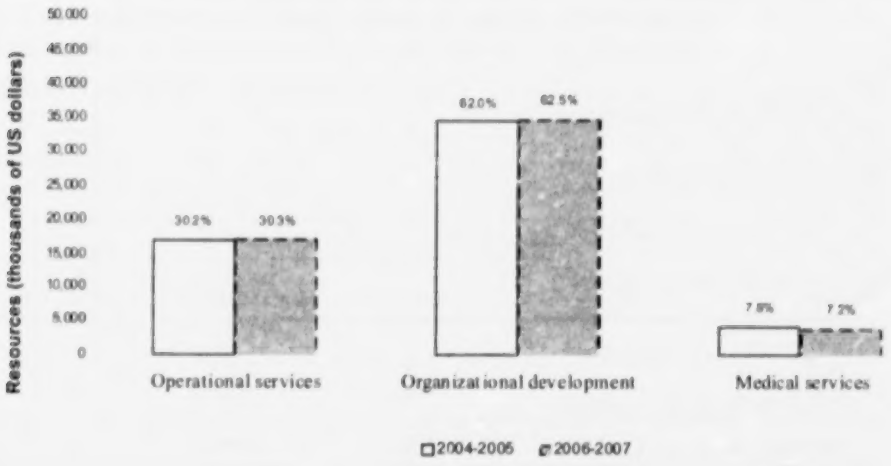
28C.19 Resources amounting to $2,898,400 provide for the continuation of 10 posts and related non-post resources, some of which are for the Office as a whole. The non-post requirements, which would cover general temporary assistance, overtime, travel of staff, contractual services, various general operating expenses, hospitality, supplies and replacement of office automation equipment, reflect a net increase in the amount of $20,400 to meet additional office requirements with respect to centrally provided data-processing infrastructure services and support costs.

B. Programme of work[1]

Table 28C.8 **Resource requirements by component**

	Resources (thousands of United States dollars)		*Posts*	
Component	*2004-2005*	*2006-2007 (before recosting)*	*2004-2005*	*2006-2007*
Regular budget				
1. Operational services	16 798.1	16 928.9	77	77
2. Organizational development services	34 517 6	34 957.6	68	68
3. Medical services	4 368.6	4 006.9	15	15
Subtotal	**55 684.3**	**55 893.4**	**160**	**160**
Extrabudgetary	9 440.2	11 269.7	34	36
Total	**65 124.5**	**67 163.1**	**194**	**196**

Regular budget resource requirements by component



[1] Subprogramme 3 of programme 24 of the biennial programme plan for the period 2006-2007.

1. Operational services

Resource requirements (before recosting): $16,928,900

28C.20 The Operational Services Division provides integrated support services in the areas of human resources planning, information management, recruitment and placement, staff administration and monitoring of and assistance in the exercise of delegated authority. In accordance with the decisions of the General Assembly, the Division will concentrate on the implementation of human resources management reform in the areas of its expertise and will work on improving and enhancing its control and monitoring mechanisms and procedures.

28C.21 The Division will pursue efforts to strengthen the role of the Office of Human Resources Management as a central authority for human resources planning and monitoring; to enhance strategic workforce planning, staffing and monitoring support tools; to institutionalize the staff selection system; to prepare for the introduction of the staff mobility system and occupational networks; to progressively delegate decision-making authority related to human resources management to the heads of departments and offices in conjunction with the development of a comprehensive monitoring system; and to further strengthen the role of information technology in the management of staff, including through the streamlining and further automation of activities in the areas of recruitment, placement, promotion and staff administration.

28C.22 Human resources planning will aim at strengthening workforce planning capacity, including the continued provision of integrated global analysis, forecasts and projections, and supporting the monitoring of human resources target performance. Human resources planning will continue to support the human resources action plans and will introduce new management areas and human resources indicators as needed. Customized human resources action plans will be developed for peacekeeping missions, and special attention will be given to building human resources planning capacity.

28C.23 Human resources monitoring will continue to include on-site monitoring of departments, offices and peacekeeping missions and online monitoring of human resources action plans. Special attention will be given to building improved monitoring capacity, including self-monitoring. For that purpose, a specific capacity has been set up within the Planning, Monitoring and Reporting Section, which comprises 1 P-5, 2 P-4, 1 P-2 and 1 General Service posts, funded in part through regular budget resources (1 P-4, 1 P-2) and extrabudgetary resources (1 P-5, 1 P-4, 1 General Service). Additionally, travel resources of $49,600 from the regular budget and $146,800 from the support account for peacekeeping operations have been budgeted for on-site monitoring missions. The capacity of the Section is supplemented by the participation of staff from various work units to ensure that expertise from various human resources areas is represented.

28C.24 Human resources reporting will continue to provide integrated global information and projections needed by programme managers. It will provide legislative bodies and Member States with forward-looking scenarios for assessing change. The development of additional technological tools will allow for improved strategic decision-making in human resources management.

28C.25 In the area of information management, the focus will be on enhancing the implementation of a global human resources information system, including the Integrated Management Information System (IMIS) and Galaxy, and on further enhancing the Galaxy system for collecting and processing data on staff members and applicants in the process of filling vacancies.

Table 28C.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure that the Organization selects the best-qualified staff and deploys them at the right time to the right place.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved staff selection and administration, including recruitment, placement and promotion	(a) (i) Reduction in the average number of days a post remains vacant *Performance measures*: Average number of days from the departure of the incumbents to the dates candidates are appointed 2002-2003: 435 Estimate 2004-2005: 410 Target 2006-2007: 350 (ii) Reduction in the average time required to process staff benefits at Headquarters *Performance measures*: Time required to process dependency benefits 2002-2003: 8 days Estimate 2004-2005: 8 days Target 2006-2007: 6 days
(b) Improved geographical representation and gender balance of staff	(b) (i) Decreased number of unrepresented Member States, for the Secretariat as a whole *Performance measures*: Number of unrepresented Member States 2002-2003: 17 Member States Estimate 2004-2005: 15 Member States Target 2006-2007: 13 Member States

	(ii) Increased percentage of staff recruited from underrepresented Member States for the Secretariat as a whole *Performance measures*: Percentage of staff recruited from underrepresented Member States 2002-2003: 16.8 per cent Estimate 2004-2005: 10.1 per cent Target 2006-2007: 17 per cent (iii) Increased percentage of women at the Professional level and above for the Secretariat as whole *Performance measures*: Percentage of women at the Professional level and above 2002-2003: 35.6 per cent Estimate 2004-2005: 37.4 per cent Target 2006-2007: 39 per cent
(c) Improved human resources planning and monitoring of delegated authority	(c) Increased percentage of departments/offices successfully implementing their human resources action plans, for the Secretariat as a whole *Performance measures*: Number of departments/offices which achieve at least 70 per cent of their objectives in departmental human resources action plans 2002-2003: 16 departments Estimate 2004-2005: 18 departments Target 2006-2007: 20 departments

External factors

28C.26 The Operational Services Division is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Stakeholders will be supportive of the efforts of and will extend full cooperation to the Division;

(b) There will be a sufficient level of applications from qualified female candidates for Professional and senior-level positions;

(c) There will be a greater number of successful National Competitive Examination candidates from underrepresented and unrepresented countries;

(d) Conditions of service for United Nations personnel will be competitive with those of national civil services and the private sector.

Outputs

28C.27 During the biennium 2006-2007, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately 15 formal meetings and 20 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on issues related to human resources planning, filling of vacancies, delegation of authority, management of information and staff administration;

(ii) Parliamentary documentation: periodic reports on the composition of the Secretariat, the status of vacancies, the use of consultants and retirees, gratis personnel and other aspects of the use of human resources as required; conference room papers and additional information on human resources management topics, including planning, the contractual status of personnel, gender balance, geographical representation, the system of desirable ranges and the hiring and separation of staff, and introduction of new periodic reports on human resources planning and forecasting, as required;

(b) Administrative support services:

(i) Human resources planning, monitoring and reporting:

a. Monitoring and review of all personnel actions related to standard human resources administration; provision of assistance to departments and offices in solving problems; delivery of a more efficient and rapid application of human resources rules; provision of assistance in monitoring capacity-building and organizing self-monitoring; conduct of formal on-site monitoring with departments, offices and peacekeeping and special political missions;

b. Departmental human resources planning (human resources action plans): coordination, review and monitoring of the fourth human resources planning cycle (2005-2006) (50 meetings); start-up, coordination, review and monitoring of the fifth human resources planning cycle (2007-2008) (50 formal meetings); review meetings (130); and production of required human resources planning review and monitoring reports;

c. Workforce planning: strengthening of the workforce planning capacity in the Office of Human Resources Management for the Secretariat as a whole, including training of human resources planning specialists; production of analytical demographic trend reports of the Secretariat workforce (1 every two years); production of workforce costing trend reports (1 every two years); production of demographic trend reports on the staff of the United Nations rapid deployment force, as required; and proposals of reinsertion alternatives for returning rapid deployment force staff, as required;

d. Provision of IMIS data on projected staff movements by department and office and holding of consultations with departments and offices on issues related to short-term staffing and skill needs;

e. Development and maintenance of an electronic roster of all occupational groups to be used in the recruitment, placement and promotion system, including reference checks;

f. Human resources reporting: continue to provide legislative bodies, Member States and programme managers with relevant information and forward-looking scenarios for assessing change;

(ii) Staffing support:

a. Close coordination with departments to identify vacancies; review of evaluation criteria; issuance of vacancy notices to fill posts and build a roster of candidates; placement of advertisements for posts and priority vacancies; posting of online vacancy announcements; and review of applications;

b. Establish departmental recruitment plans (in cooperation with human resources planning) as a follow-up to the departmental human resources action plans;

c. Servicing of the central review bodies (about 300 meetings at Headquarters annually); and Secretariat-wide consultations and provision of guidance to central review bodies (on about 400 issues a year);

d. Issuance of about 1,200 vacancy announcements and review and evaluation of approximately 200,000 applications per year;

e. Conduct of searches for qualified candidates for key positions, with particular attention to female candidates and those from unrepresented and underrepresented Member States;

f. Conduct of special recruitment campaigns and missions to fill vacancies in order to improve geographical and gender distribution, as well as to fill posts in specific occupational groups, posts for the General Assembly sessions and for posts in the Department of Peacekeeping Operations requiring military or civilian experience;

g. Communication with Member States, prospective candidates and institutions by letter, fax, e-mail, telephone and in person concerning employment opportunities in the Secretariat;

h. Placement and promotion of approximately 800 staff annually and recruitment of 400 candidates per year;

i. Recruitment and placement of approximately 100 candidates per year who have passed the National Competitive or G-to-P Examinations;

j. Short-term recruitment of approximately 900 staff at Headquarters each year, and review, approval and grading for recruitment of approximately 20 support staff each year for United Nations information centres;

k. Oversight of the processing by departments and offices of approximately 1,000 special service agreements annually for consultants and individual contractors;

l. Support for the mobility of staff through various means, such as managed reassignments in occupational networks;

m. Further development and refinement of policies and procedures;

n. Conduct of communication and learning programmes on the staff selection system for staff and managers, as well as briefing of delegates;

o. Further development and refinement of the Galaxy e-staffing tool;

(iii) Staff administration:

a. Advice to management and staff on all aspects of human resources management policies and staff administration;

b. Advisory services to permanent missions and various outside organizations on various human resources issues;

c. Administration of staff in accordance with the Staff Regulations and Staff Rules: initial offers of appointment (approximately 1,500 per year) and monitoring of extensions of appointment (approximately 3,000 per year);

d. Support for the staff mobility scheme throughout the Secretariat;

e. Support and participate in the development and implementation of occupational networks in the Secretariat;

f. Induction of approximately 600 staff a year to advise them of their obligations under the Staff Regulations and Staff Rules;

g. Review of the contractual status of approximately 55 Professional staff for conversion to career appointments; review of contractual status of language service staff recruited through competitive examinations and of staff in the General Service and related categories for conversion to career appointments;

h. Review of individual classification requests for posts in the Professional category and above, the Field Service category and the General Service and related categories at Headquarters;

i. Counselling for career growth and on personnel problems and compliance with provisions governing the status, basic rights and duties of staff;

j. Briefing of retiring staff in coordination with the Staff Counsellor's Office and the United Nations Joint Staff Pension Fund;

k. Conduct of exit interviews with staff to determine the reasons for their separation from service.

Table 28C.10 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2004-2005*	*2006-2007 (before recosting)*	*2004-2005*	*2006-2007*
Regular budget				
Post	15 647.2	15 647.2	77	77
Non-post	1 150.9	1 281.7	—	—
Subtotal	**16 798.1**	**16 928.9**	**77**	**77**
Extrabudgetary	1 905.9	2 081.4	7	7
Total	**18 704.0**	**19 010.3**	**84**	**84**

28C.28 The resource requirements of $16,928,900 provide for the continuation of 77 posts and related non-post resources for the Operational Services Division. The estimate for non-post requirements, relating to general temporary assistance, overtime, travel of staff, contractual services, various general operating expenses and supplies and equipment, reflects an increase of $130,800 to meet additional requirements with respect to centrally provided data-processing infrastructure services and support costs.

2. Organizational development services

Resource requirements (before recosting): $34,957,600

28C.29 In line with the provisions of General Assembly resolutions 55/258, 57/305 of 15 April 2003 and 59/266, the Division for Organizational Development supports the Secretary-General's reform effort aimed at promoting organizational culture change and building a more versatile, multi-skilled and mobile staff. The Division works in partnership with programme managers to carry forward the human resources management reform programme, including the measures proposed in the Secretary-General's "agenda for further change", to foster the excellence of the Organization's workforce. The Division will pursue the strengthening of the current and future human resources capacity of the Organization by enhancing competitive entry processes; integrating core and managerial competencies into all human resources systems, including recruitment, performance appraisal, career development and training; providing support for the career development of staff; developing mechanisms to encourage mobility; contributing to the development of competitive conditions of service to ensure the recruitment and retention of highly qualified staff; supporting staff in balancing their professional and personal lives; and promoting equity in the workplace through improved handling of appeals and disciplinary cases and the provision of staff counselling and advisory services.

28C.30 In the area of human resources policy, the focus will be on the development of policies to underpin the reform process; the enhancement of coordination with other organizations of the United Nations common system with respect to the formulation of system-wide policies regarding salaries, allowances and conditions of service of staff; the provision of advisory services to common system staff worldwide; and the development of new policies and programmes to promote a better balance between professional and personal lives.

28C.31 Secretariat-wide staff development and learning programmes will continue to be aimed at promoting a culture of continuous learning, strengthening leadership and management and building

organizational competencies, as well as increasing the capacity of departments to lead and manage change.

28C.32 The Division will continue to emphasize the automation, streamlining and simplification of processes and the development of further monitoring and reporting tools through the refinement and further development of existing systems or investment in new information technology systems, including those related to the Human Resources Handbook, e-PAS, the national competitive recruitment examinations and Secretariat-wide learning activities for staff.

Table 28C.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote organizational culture change in the Secretariat, to build a more versatile and multi-skilled staff and to improve the working environment.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) Increased staff participation in learning and career development programmes managed by the Office of Human Resources Management under this subprogramme *Performance measures*: Participants in staff development and training programmes 2002-2003: 51,819 participants Estimate 2004-2005: 45,400 participants Target 2006-2007: 45,400 participants (ii) Increased percentage of staff successfully completing their learning goals, as set out in the electronic performance appraisal system report, for the Secretariat as a whole *Performance measures*: Percentage of staff completing their learning goals 2002-2003: not applicable Estimate 2004-2005: 50 per cent Target 2006-2007: 60 per cent

(b) Increased number of young professionals available for recruitment	(b) Increased number of qualified candidates identified through competitive examinations, for the Secretariat as a whole *Performance measures*: Number of candidates rostered through the national competitive examinations 2002-2003: 265 candidates Estimate 2004-2005: 275 candidates Target 2006-2007: 285 candidates
(c) Improved working environment	(c) Increased percentage of staff expressing satisfaction with the working environment *Performance measures*: Percentage of staff expressing satisfaction with the working environment 2002-2003: not available 2004-2005: to be determined Target 2006-2007: to be determined

External factors

28C.33 The Division for Organizational Development is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive of the efforts of and will extend full cooperation to the Division and that there are no major shortfalls in the funding of programmed activities.

Outputs

28C.34 During the biennium 2006-2007, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: substantive servicing of approximately 30 meetings and 40 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on human resources management issues, including conditions of service and compensation, staff development and training, performance management, career development, competitive examinations and the internal justice system, as well as other matters related to the United Nations common system;

(ii) Parliamentary documentation: reports to the General Assembly on human resources management policy issues in 2006 and 2007, as required, including the introduction or amendment of policies and practices; the comprehensive review of the conditions of service of non-Secretariat officials, the members of the International Court of Justice, the judges and ad litem judges of the International Tribunal for the former Yugoslavia

and the International Criminal Tribunal for Rwanda; amendments to the Staff Rules; and related analysis of the levels of related honorariums.

(b) Other substantive activities:

(i) Technical material: administrative issuances and information circulars; and promulgation of salary scales;

(ii) Contributions to meetings of the Advisory Committee on Post Adjustment Questions; meetings of the Human Resources Network and the High-level Committee on Management; and meetings of ICSC;

(c) Administrative support services:

(i) Competitive entry processes:

a. Screening of between 10,000 and 14,000 applications per year for the National Competitive Examinations at the P-2 level and administration of examinations for between 1,500 and 2,500 candidates in approximately 30 to 40 countries per year in up to 12 occupational groups;

b. Administration of annual competitive examinations for promotion from the General Service and related categories to the Professional category for 150 to 250 applicants in 6 to 10 occupational groups in up to 15 examination centres;

c. Administration of 5 to 10 examinations annually, in all official languages, for approximately 3,000 applicants for P-2, P-3 and senior General Service posts requiring special language competence; coordination of examination centres for between 500 and 1,000 candidates in up to 25 centres;

d. Administration of tests at Headquarters for recruitment of General Service staff (clerical, statistical and accounting positions, editorial assistants and security officers) for an estimated 1,800 candidates annually;

e. Management of the internship programme for approximately 400 interns per year;

(ii) Staff development: the following programmes will be delivered Secretariat-wide:

a. Leadership and management development: an integrated series of managerial development programmes will be offered Secretariat-wide to build and sustain the Organization's leadership and managerial capacity at the senior, middle and junior levels and to promote a responsive, results-oriented culture that supports continuous learning, high performance, creativity and managerial excellence. Secretariat-wide activities in 2006-2007 will include:

i. Organizational development programmes, including for the Senior Management Service to strengthen leadership and management at the departmental/office level for approximately 600 participants;

ii. A people management training programme for staff at the P-4 to D-2 levels, recruited for or promoted to managerial positions, for approximately 200 participants;

iii. Targeted programmes to prepare middle-level Professional staff for managerial positions, and to build cross-functional, multidisciplinary competencies for approximately 200 participants;

iv. Development programmes to build essential skills and competencies for General Service staff in such areas as communication, teamwork, client orientation and work management for approximately 1,700 participants;

v. Supervisory skills programmes to develop the communication skills and supervisory abilities of staff at various levels who have assumed supervisory responsibilities for approximately 450 participants;

vi. Programmes to build collaborative negotiation and conflict resolution skills at all levels for approximately 650 participants;

vii. Programmes to support gender mainstreaming, promote gender sensitivity in the workplace and promote diversity awareness and cross-cultural sensitivity for approximately 700 participants;

viii. Targeted programmes to build core and managerial competencies and to support managers in effectively implementing performance management principles, including change management, ethics, accountability, the development of performance indicators, coaching and the provision of feedback for improved performance, performance recognition, teamwork, problem-solving and decision-making, for approximately 1,600 participants;

b. Human and financial resources management: programmes will be offered to improve the competencies, knowledge and skills of programme managers and staff who have responsibilities in administrative areas, as well as to prepare staff to undertake administrative assignments in the field. Activities for 2006-2007 will include:

i. Programmes in such areas as human resources management, budget and finance, procurement and contract management, administration of justice and HIV/AIDS awareness for approximately 2,000 participants;

ii. Training programmes for 150 participants, such as executive officers, human resources professionals and other administrative staff, in new human resources systems and processes, including elements of the new pay and benefits system that is under development, e.g., the new contractual arrangements and mobility and accountability mechanisms;

iii. Programmes to prepare and support qualified staff for administrative positions in field missions and to support mission readiness and reintegration and to provide peer counselling for approximately 250 participants;

c. Information technology training: information technology training programmes are offered to support the Secretary-General's information and communication technology strategy by upgrading the level of skills of Secretariat staff in using the Organization's software applications and by providing staff with the knowledge and skills to manage information more effectively and efficiently. Secretariat-wide information technology training activities for 2006-2007 include:

i. Management of the decentralized technical skills development programme which supports departmental information technology initiatives and offers technical staff the opportunity to upgrade and update their information technology skills (approximately 1,400 participants);

ii. Training programmes related to the use of IMIS for approximately 1,000 participants;

iii. Training for managers in managing the knowledge and information resources of their offices and in using the Organization's information and communication technology resources to leverage their information management skills for approximately 400 participants;

iv. Computer-based self-study and distance-learning programmes via the Internet and Intranet for approximately 2,100 participants;

v. Training to improve the performance of staff in their use of Organization-wide software applications, including the transition to new software standards and the use of network resources, such as Lotus Notes applications and the use of Internet-based information applications, for approximately 9,100 participants;

d. Language and communication programmes: in accordance with General Assembly resolutions 2480 B (XXIII) of 21 December 1968, 43/224 D of 21 December 1988 and 50/11 of 2 November 1995, the Organization provides language training in the six official languages of the United Nations. Programmes are aimed at promoting multilingualism through building and strengthening linguistic skills and developing and strengthening cross-cultural understanding. Headquarters activities for the biennium 2006-2007 will include:

i. Core training programmes in the six official languages, as well as specialized courses, to maintain and develop advanced language skills, including in such areas as conducting meetings, drafting reports and correspondence and making presentations. At Headquarters, programmes will be available for approximately 8,800 participants;

ii. Management of the self-study centre and other alternative learning modes that provide staff with the opportunity to develop their linguistic and communication skills through the use of audio, video and multimedia materials;

iii. Provision of advisory services to support language programme efforts at all duty stations through regular consultations and pedagogical assistance;

iv. Preparation, administration and correction of language proficiency examinations for approximately 4,000 participants system-wide;

e. Substantive skills development and career support: programmes will be offered to support career development for staff at all levels in all duty stations and to provide opportunities for staff to update and upgrade substantive skills. Secretariat-wide activities for 2006-2007 will include:

i. Orientation programmes for new staff, including briefings for new senior staff, and the provision of online resources and briefing materials, for approximately 250 participants;

ii. Specialized orientation and development programmes for new junior Professional staff for approximately 130 participants;

iii. Voluntary and managed reassignment programmes for entry-level Professional staff for approximately 100 participants;

iv. Mentoring programmes for staff at large, and provision of training and ongoing support for mentors and mentees for approximately 400 participants;

v. Career support programmes, including provision of career development workshops and briefings, and career counselling for staff and managers for approximately 2,000 participants;

vi. Provision of career support materials and development of career resource centres to increase support for mobility and career development for approximately 440 participants;

vii. Support for increased mobility for staff at all levels, including support for occupational networks, and provision of specialized briefings and training for staff and managers;

viii. Briefings and training on new policies and procedures related to work/life programmes, including provision of materials, for approximately 300 participants;

ix. Management of the substantive skills development programme, which offers staff the opportunity to upgrade and update their substantive skills, as well as opportunities for professional growth. The programme operates in a decentralized manner, on the basis of annual departmental needs assessments conducted in collaboration with the Office of Human Resources Management, for approximately 5,500 participants;

x. The sabbatical studies programme and summer workshops, which provide a limited number of staff each year with the opportunity to carry out research at academic institutions for up to four months in areas of mutual benefit to the staff member and the Organization, for approximately 30 participants;

(iii) Staff counselling: counselling of staff on a broad range of personal, family and work-related concerns, including HIV/AIDS support, alcohol and substance abuse, immigration and visas, legal and personal referrals (including staff from the United Nations Development Programme, the United Nations Population Fund, the United Nations Children's Fund and the United Nations Office for Project Services). Activities for the biennium 2006-2007 will include:

a. Contribution to the development of staff welfare policies;

b. Expansion and maintenance of peer counselling programmes for approximately 100 participants;

c. Pre-retirement programmes, including materials, for approximately 800 participants;

d. Critical incident debriefing and stress management programmes at Headquarters for approximately 50 participants;

(iv) Legal advisory services:

a. Provision of advice to senior management throughout the Secretariat on the formulation, revision and implementation of personnel policies and rules;

b. Provision of legal advice and authoritative interpretations of the Staff Regulations and Rules and other personnel policies to managers and staff, including in other organizations of the system;

c. Preparation of revisions to the Staff Regulations and Rules and administrative issuances and consultations thereon with management and staff representative bodies;

d. Updating and maintenance of the electronic Human Resources Handbook covering human resources management rules, policies and related guidelines;

(v) Appeals and disciplinary matters:

a. Provision of advisory services to programme and line managers in the implementation of human resources policies pertaining to the administration of justice, including issues related to improvement of the internal justice system;

b. Handling of requests for administrative review, appeals and disciplinary matters, including representation of the Secretary-General at the Joint Appeals Board and the Joint Disciplinary Committee;

(vi) Common system, compensation and inter-agency policy:

a. Formulation of policies and procedures regarding salaries, pensions, allowances and other entitlements within the Organization; substantive participation in meetings of ICSC, the Advisory Committee on Post Adjustment Questions, the High-level Committee on Management, the Human Resources Network and other subsidiary bodies of the United Nations System Chief Executives Board for Coordination; and coordination of such policies and procedures with other organizations of the common system;

b. Monitoring of the implementation of policy instructions and guidelines and dissemination of information relating to salaries, allowances and other entitlements;

c. Conduct of comprehensive and interim salary surveys at the headquarters of the regional commissions and some 30 other duty stations; and review, approval and issuance of salary scales resulting from the analysis of data collected in the course of salary surveys conducted in more than 180 duty stations;

d. Updating of the electronic database of all General Service and National Officer salary scales and maintenance of the entitlement reference tables in IMIS; automated processing and transmission of salary survey data to other United Nations agencies and field duty stations; and implementation of emolument packages for all categories of staff;

e. Establishment, review and updating of allowances and other entitlements related to peacekeeping operations;

f. Conduct of reviews of conditions of service of ungraded high-level officials of the United Nations, the International Court of Justice and the International Tribunals and analysis of the levels of related honorariums;

g. Management of classification policy and provision of advice on job design and organizational structure; evaluation of generic job profiles; and review of classification appeals;

h. Development of new policies and procedures to carry forward the work/life agenda, with special attention to family and gender issues.

Table 28C.12 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2004-2005*	*2006-2007 (before recosting)*	*2004-2005*	*2006-2007*
Regular budget				
Post	14 299.2	14 302.2	68	68
Non-post	20 218.4	20 655.4	—	—
Subtotal	**34 517.6**	**34 957.6**	**68**	**68**
Extrabudgetary	4 137.1	4 572.1	9	9
Total	**38 654.7**	**39 529.7**	**77**	**77**

28C.35 The resource requirements of $34,957,600 provide for 68 posts, which include: (a) the establishment of a new P-3 post in the Administrative Law Unit to strengthen the capacity of the Unit in processing disciplinary cases and requests for administrative reviews; and (b) the abolition of one General Service (Other level) post identified as a return on investment in information technology (net increase of $3,000). The estimate for non-post requirements relates to general temporary assistance, overtime and consultancy fees in cases when internal expertise is not available, travel of staff, various contractual services, general operating expenses, hospitality, supplies and office equipment. These non-post requirements reflect a net increase of $437,000, comprising additional resources of $250,000 for Secretariat participation in the Senior Management Service leadership programme developed by the Staff College, centrally provided data-processing infrastructure services and support costs ($152,000) and the continuing enhancement of information technology systems ($50,800). The increase is partly offset by a reduction in the provision for the replacement of electronic data-processing equipment ($15,800).

3. Medical services

Resource requirements (before recosting): $4,006,900

28C.36 The Medical Services Division plays a lead role in the system-wide coordination of health-related policies and the implementation of staff benefit programmes. It advises and provides assistance on staff health matters and on the administration of staff benefit programmes for worldwide staff of the United Nations, including in the peacekeeping, humanitarian and political field missions and staff of the United Nations funds and programmes, covering 10,500 New York-based staff and over 50,000 staff in other duty stations.

28C.37 The main objectives of the Division are to ensure that: all staff members are fit to carry out their duties in order to achieve the goals of the United Nations and its funds and programmes; to promote staff health by encouraging them to participate in health-enhancing programmes; and to assure worldwide staff access to benefit programmes in accordance with Staff Rules and established policy directives. These objectives are achieved through providing clinical and health promotion services to New York-based staff of all United Nations agencies, assuring worldwide staff access to adequate health care in the most cost-effective manner and regularly updating

medical standards and procedures for recruitment/reassignment. The Division performs vital medico-administrative functions by providing medical clearances for recruitment and reassignment of staff, including those for peacekeeping missions; certifying sick leave; advising on medical evacuations/repatriations, compensation claims, disability benefits, special education grants and special dependency allowance; and assessing the health facilities of various field duty stations. The Division plays a coordinating role among the agencies of the United Nations common system: in resolving health and medical issues of common concern, most of which arise in various field duty stations; in administering certain staff benefit programmes under appendix D of the Staff Regulations and disability benefits under article 33 of the Regulations and Rules of the United Nations Joint Staff Pension Fund; and providing health ratings of duty stations at the request of the International Civil Service Commission.

28C.38 During the biennium 2006-2007, the Division will emphasize the development of some of its programmes in order to further align their activities with the current priorities of the Organization. This development will include: (a) further strengthening of the emergency preparedness programme, including a United Nations system-wide medical response team for crisis situations; (b) provision of mental health services as part of comprehensive health care; (c) enhanced efforts to ensure implementation of the medical aspects of the United Nations personnel policy on HIV/AIDS, including access to care and treatment; (d) progressive delegation of medico-administrative responsibilities to offices away from Headquarters on the basis of relevant medical directives; (e) continued collaboration with the New York City Department of Health to design and implement worksite wellness and preventive programmes; and (f) implementation of the new occupational health information management system, including electronic patient records, to improve the delivery of services and expand on health promotion and preventive programmes.

Table 28C.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure that all staff members, including those on mission, are fit to carry out their duties.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased awareness of staff regarding health issues	(a) Increased staff participation in health-enhancing programmes and awareness campaigns *Performance measures*: Staff attendance in health awareness programmes: 2002-2003: 13,222 participants 2004-2005: 15,500 participants Target 2006-2007: 17,000 participants

(b) Improved staff health	(b) (i) Decrease in average number of sick days per staff member *Performance measures*: Average number of sick leave days taken per United Nations Headquarters staff member 2002-2003: 3.8 days 2004-2005: 4 days Target 2006-2007: 3.5 days (ii) Increased proportion of hardship field duty stations and field missions having adequate medical facilities to serve United Nations staff *Performance measures*: 2002-2003: 67 per cent adequacy Estimate 2004-2005: 84 per cent adequacy Target 2006-2007: 90 per cent adequacy
(c) Improved timeliness of services	(c) (i) Reduction in waiting time for staff visiting the walk-in clinic *Performance measures*: Average waiting time in minutes 2002-2003: not applicable 2004-2005: 11.7 minutes Target 2006-2007: 10.3 minutes (ii) Improvement of timeliness in the processing of medical clearances *Performance measures*: Processing time for routine medical clearances 2002-2003: 6 days on average 2004-2005: 5 days on average Target 2006-2007: 4 days on average

External factors

28C.39 The Medical Service Division is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Stakeholders will be supportive of the efforts of and will extend full cooperation to the Division;

(b) National institutions will be supportive of efforts to improve local medical conditions at United Nations field locations;

(c) There will not be an escalation of hostilities in countries where field personnel are deployed, a resurgence of any epidemics or an emergence of new health hazards.

Outputs

28C.40 During the biennium 2006-2007, the following outputs will be delivered in the area of administrative support services:

(a) Health services (for New York-based staff of the United Nations and its funds and programmes):

(i) Full medical examinations;

(ii) Medical consultations with physicians, nurses, psychologists and visiting medical consultants (radiologists, ophthalmologists, psychiatrists and cardiologists);

(iii) Immunizations, injections and electrocardiograms;

(iv) Laboratory analyses, including lung function tests and Pap smears;

(v) Radiological procedures and review of X-ray films taken during field exams;

(vi) Travel health advisories;

(vii) Participation in health promotion programmes (flu vaccination, smoking cessation, health risk appraisal), blood donation (2 campaigns) and health fairs (2);

(b) Medico-administrative services (for worldwide staff of the United Nations, including peacekeeping operations, and its funds and programmes):

(i) Review and classification of medical examination reports from examining physicians worldwide;

(ii) Provision of medical clearances for recruitment, reassignment, peacekeeping assignments and mission travel;

(iii) Approval of medical evacuation of overseas staff, follow-up with hospitals and treating physicians and determination of the period for daily subsistence allowance payments and period of hospitalization (for field staff only);

(iv) Certification of extended sick leave cases beyond decentralized authority;

(v) Recommendations on cases for disability benefits to be paid by the United Nations Joint Staff Pension Fund and the convening of meetings of the Medical Board in cases where medical conclusions are in dispute;

(vi) Review of system-wide medical compensation cases and verification of related bills and provision of advice to the Advisory Board on Compensation Claims;

(vii) Review and advice on special dependency benefit and special education grant cases;

(c) Field-related services (for all field staff):

(i) Establishment, as required, of new United Nations health facilities in hardship duty stations (United Nations dispensaries and civilian health facilities in field missions), assessment of the existing 54 United Nations facilities and provision of ongoing technical support to them, including the appointment of physicians, nurses and laboratory technicians, and the centralized procurement of additional medical/laboratory supplies and equipment for them;

(ii) On-site assessment of local medical facilities in field duty stations and regional medical evacuation centres and submission of related recommendations regarding their use;

(iii) Gathering of information regarding the availability of counselling services and treatment and diagnostic facilities worldwide for staff and families living with HIV/AIDS;

(iv) Review of the medical ratings of duty stations worldwide to be used by ICSC in the classification of duty stations according to conditions of service;

(v) Review of applications and appointment of examining physicians at all United Nations locations.

Table 28C.14 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2004-2005*	*2006-2007 (before recosting)*	*2004-2005*	*2006-2007*
Regular budget				
Post	3 020.7	2 985.7	15	15
Non-post	1 347.9	1 021.2	—	—
Subtotal	**4 368.6**	**4 006.9**	**15**	**15**
Extrabudgetary	3 397.2	4 616.2	18	20
Total	**7 765.8**	**8 623.1**	**33**	**35**

28C.41 The resource requirements of $4,006,900 will provide for 15 posts, including the establishment of a new P-3 post to assist the Director of the Medical Services Division with the administration of the Division, as well as medico-administrative functions related to the administration of sick leave, medical clearances and compensation claims, and the abolition of a General Service (Principal level) post, the functions of which would also be assumed by the new P-3 post. The non-post resources would provide for the operational requirements of the Division, including general temporary assistance and overtime, travel on official business to monitor implementation of medical programmes in other United Nations locations, general operating expenses, supplies and office automation and specialized medical equipment. These proposals reflect a reduction in requirements of $326,700 arising from: the deletion of a one-time provision for medical supplies and equipment related to the strengthening of the security and safety of the United Nations ($113,400); reduced requirements for the replacement of the emergency medical stock ($150,000), medical equipment ($50,000) and data-processing equipment ($9,000); and reduced requirements for the maintenance of medical equipment ($40,200), partly offset by increased requirements for centrally provided data-processing infrastructure services and support costs ($35,900).

Table 28C.15 **Summary of follow-up action taken to implement relevant recommendations of the oversight bodies**

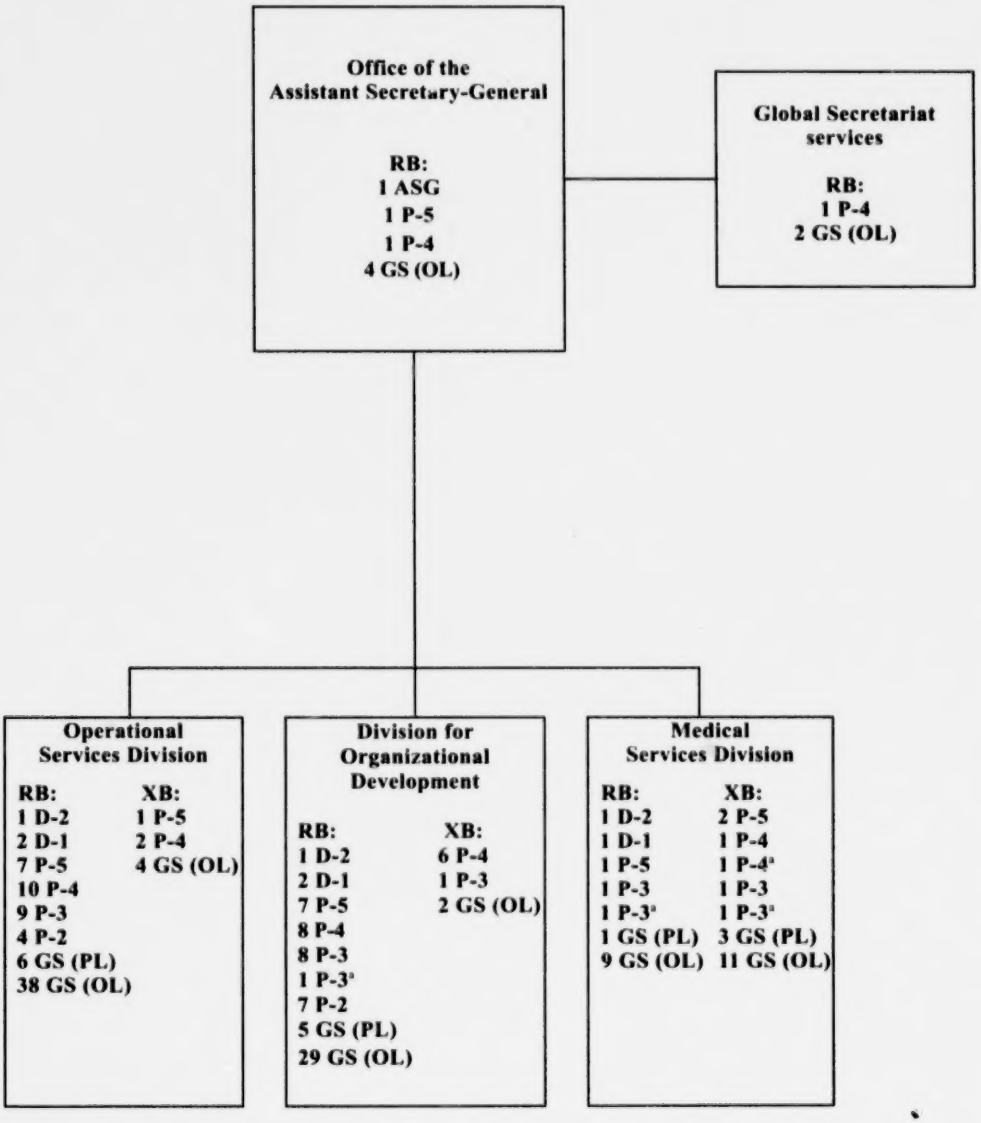
Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/58/7)	
The Advisory Committee recommended that in the next submission, the Secretariat be more specific about its capacity in terms of staff and non-staff resources available in the Office of Human Resources Management to monitor delegated decision-making authority (para. VIII.37).	The recommendation has been addressed in the present document in paragraph 28C.23.
Report of the Board of Auditors (A/59/5 (vol. I), chap. II)	
The Board recommended that the Administration, under the guidance of the Office of Human Resources Management and with a significant role assigned to the United Nations System Staff College (paras. 15 (p) and 254):	
(a) Report on training activities and costs;	(a) The Office of Human Resources Management reports on a regular basis to the General Assembly on training and staff development activities and expenditures, including through the biennial proposed programme budget and the related performance reports that provide information on programmes and expenditures, objectives, expected accomplishments, indicators of achievement and performance measures. The formal reports of the Administration are considered by the Advisory Committee on Administrative and Budgetary Questions, the Fifth Committee of the General Assembly and the Committee for Programme and Coordination, as relevant. The reports are supplemented by additional oral or written information, as necessary. In addition, the Office of Human Resources Management produces an annual publication, *Staff Development Activities Report*, which is distributed to managers and contains detailed information on staff participation in all learning and career development programmes.

Brief description of the recommendation	*Action taken to implement the recommendation*
(b) Review management information systems in order to monitor training in a reliable manner;	(b) The Office of Human Resources Management monitors all training activities. It maintains databases for all of its training programmes and is working on linking them into an integrated system, insofar as resources permit. It is also consulting with other organizations of the United Nations system in this regard as appropriate.
(c) Consider sharing a set of similar core indicators across the United Nations common system in order to facilitate benchmarking in terms of deliverables and costs;	(c) While the Office of Human Resources Management continues to refine its procedures for data collection, performance indicators and reporting, given the very different mandates of the organizations of the United Nations system, it seems unlikely that a core set of system-wide indicators would be appropriate. However, the Office does agree with the concepts of sharing best practices and benchmarking training activities and intends to be proactive in this regard.
(d) Review whether the present level of funding for training and the results are consistent with the priority placed on staff development;	(d) The Secretary-General attaches great importance to the issue of staff development and learning, which is considered an integral part of the human resources management reform programme. The Office of Human Resources Management consistently places emphasis on the importance of aligning the level of training funding with the priority placed on staff development.
(e) Define or update and disseminate clear training policies and guidelines where this has not been achieved, in line with the organizational learning framework endorsed by the Human Resources Network in July 2003;	(e) The Office of Human Resources Management has already defined and disseminated a training policy, aligned with strategic objectives, expected accomplishments, indicators of achievement and performance measures as set out in the biennial programme budget. The current policy is in line with the organizational learning framework endorsed by the Human Resources Network in July 2003 and is geared to supporting the Secretary-General's reform programme by contributing to change in the organizational culture and building the Organization's current and future human resources capacity. Development programmes and activities are based on defined organizational core and managerial competencies. Ongoing needs assessment is

Brief description of the recommendation	*Action taken to implement the recommendation*
	carried out to assess organizational requirements and identify gaps where skills and competencies need to be built or strengthened.
(f) Develop rosters of training providers at the appropriate levels (headquarters, regional, country), to be shared among organizations;	(f) The Office of Human Resources Management already has a roster of consultants which is continually updated including through consultations with other organizations of the United Nations system. This is an area in which the Staff College is also expected to play its role.
(g) Develop more formally inter-agency sharing of training knowledge and materials;	(g) The Office of Human Resources Management considers that the United Nations System Staff College has a central role to play in implementing this recommendation. On its part, the Office of Human Resources Management will continue to cooperate with the College and the organizations of the United Nations system in this field.
(h) Improve the evaluation of the results achieved through training so as to ascertain its impact on the efficiency and effectiveness of operations.	(h) In accordance with the training policy of the United Nations Secretariat, evaluation is an integral part of all developmental activities, which ensures that programmes continue to meet priority organizational needs in an effective and efficient manner. Impact assessments are systematically incorporated into a number of key programmes. The United Nations is supporting the Staff College in the further development and piloting of its Learning Quality Support and Assurance project, resulting in an enhanced system of evaluation.
The Board recommends that the Administration continually assess and monitor strict adherence to the administrative instructions on hiring, remunerating and evaluating the performance of consultants and individual contractors (paras. 15 (q) and 256).	The Office of Human Resources Management will continue to ensure that there is strict adherence by all organizational units of the Secretariat to the established rules and procedures with respect to hiring, remunerating and evaluating the performance of consultants and individual contractors. The Office will report to the General Assembly on these issues on an annual basis.

Office of Human Resources Management

Organizational structure and post distribution for the biennium 2006-2007



Abbreviations: RB, regular budget; XB, extrabudgetary; GS (PL), General Service (Principal level); GS (OL), General Service (Other level).

[a] New posts.